

Terms of Reference – Resource Mobilization opportunities for ActionAid Denmark

Version 4 - 01 July 2026

I. BACKGROUND

Mellemfolkeligt Samvirke (MS) / ActionAid Denmark (AADK) is a Danish INGO and member of the ActionAid Federation, working globally on active citizenship, democracy, human rights, climate justice, and humanitarian aid with a strong focus on youth and social movements. As an intermediary organisation with imbedded reference centres (MOVE and GP Secretariat), AADK delivers its international programmes through ActionAid Federation members and local partners, with at least 60% of resources flowing directly to these actors.

Since the development of its 2018 fundraising strategy, AADK has operated a decentralised fundraising model with thematic teams responsible for their own fundraising with the support of a lean central coordination team (2 FTE – international, 1 FTE – national). AADK has prioritised diversifying its funding base, however, the organisation remains highly reliant on a small number of donors. In 2025, AADK initiated a renewed organisational process to optimise its resource mobilization set up and strengthen its approach to funding diversification, recognising both the urgency and the opportunity to broaden its donor landscape. This assignment is embedded in and intended to contribute to these broader efforts.

II. OBJECTIVE

This assignment aims to provide AADK with evidence-based data and analysis of the international donor landscape relevant to its programmatic portfolio, organisational model, and institutional capacity. The assignment will identify which donor types, funding modalities, and geographic markets that coupled with AADK's programmatic approach and capacities represent the most realistic and high-return opportunities for AADK. The emerging results from this assignment will serve as a foundation for AADK to develop a new resource mobilisation strategy for the period 2027-2031 to include: an understanding of current funding trends and donor priorities in AADK's areas of work, an assessment of AADK's comparative strengths and credibility, and AADK's strategic ambitions and mission. It is expected that the resulting recommendations from this assignment should provide a solid foundation from which to build the future strategy exercise and consider all three elements rather than offer an external market analysis alone.

III. SCOPE OF ASSESSMENT

AADK proposes the following scope for this assignment, which reflects our expectations. We nevertheless welcome proposals that take a different approach, provided they lead to the same results or better. Two elements matter most in your proposed methodology: First, the expected result are actionable recommendations grounded in analysis that goes well beyond generic good practice. Second, we expect the consultant to provide a clear indication of the institutional investments required to pursue your recommendations.

3.1 Inception phase and understanding of AADK work

The first step is to understand the particularities AADK's programmatic approach, thematic portfolio, and areas of intervention.

Programmatic Approach: Localisation/Community led action, Feminist Leadership, Decolonialisation, Youth Leadership, Support to Social Movements etc.

Thematic portfolio: AADK's has three general thematic areas and their subsequent specific working lines.

General Thematic Area	Specific Thematic Lines – focus on youth
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Democracy and Human Rights	Democratic participation and active citizenship for youth, incl youth safe spaces, activism and digital democracy. Human rights, incl job creation, anti-discrimination and protection of human rights defenders. Support for informal human rights actors, including social movements and artists.
Climate Justice	Just transition, incl. divestment from fossil fuels, community-led renewable energy and extractive sector justice. Resilience and disaster risk reduction, incl. youth-led vulnerability analysis and advocacy.
Humanitarian	Women-led community-based protection, incl. special focus on young women's protection networks. Youth-led preparedness, response and early recovery work. Social cohesion and peacebuilding.

AADK Geographic focus: Africa, Middle East, South and Southeast Asia, Eastern Europe, the Balkans, and Denmark.

The consultant will review internal documentation such as ActionAid Federation Strategy, AADK strategy, our most recent Strategic Partnership Agreement with DANIDA.

3.2 Analysis of operational model and institutional capacities

The second step is to understand the particularities of the ActionAid Federation operational model and institutional capacities within AADK.

Operational model: AADK's institutional fundraising efforts operate under the stewardship rules of the ActionAid Federation, whereby entire national markets or strategic individual institutional donors and foundations are stewarded by certain members, often based on geographical proximity. Delegation of stewardship, according to thematic expertise, and a coordinated approach between ActionAid members around pursuit of strategic donors and programming is starting to take shape. ActionAid Denmark currently stewards the Danish and Norwegian Markets with some access to other markets through a negotiated process with the steward based on a set of criteria.

Resource mobilisation institutional capacities: The analysis will include a light review of previous AADK fundraising strategies and diversification efforts to establish a baseline. The consultant will review internal documentation and conduct internal sessions with AADK team to identify what has and has not worked within these efforts. This could also include key informant interviews with willing donor counterparts for their feedback. As part of the baseline, consultants will be requested to review a couple of fundraising cases in open calls for proposals in which AADK felt competitive enough to win but did not succeed in securing funding. The consultant will review the call for proposals, the submitted proposals, alongside the information of the organizations that have been finally selected by the donor and provide independent and external feedback on strengths and weaknesses and what could have been done better to elevate success. This will consider the level in which pre-positioning in front of a donor played a determining factor. The output would be a collection of lessons learned for future positioning, engagement, and fundraising efforts.

Collectively these findings will provide context for the market analysis and as a necessary understanding to be able map/analyse/and recommend the best opportunities for AADK.

3.3 Thematic Donor Market Analysis and Donor Mapping/Analysis per market

While fundraising from individuals and national institutional funding remain important components of AADK's overall portfolio, they fall outside the scope of this assignment, which focuses on mapping

and analysing the full spectrum of international institutional donors and identifying strategic opportunities for engagement.

In consideration of 3.1 and 3.2, the consultant will undertake a donor market analysis across:

- **Markets:** An initial topline review of the following markets is requested to identify those with the highest potential for AADK: United States, Germany, Switzerland, the Gulf, and Türkiye. Here it would be required to provide sufficient data and analysis to understand the potential size of the market under each market selected. Based on this analysis the top 3 markets should be prioritised for a deep dive.
- **Donor types,** with a particular focus on donors across the spectrum of institutional donors (government, intergovernmental and philanthropy) but also with the possibility to analyse other donor types when appropriate such as corporate, high net worth individuals, especially if these donor types are to some extent institutionalized. The analysis should address and provide insights on the market share of each opportunity and suitability for AADK on concentrating efforts on philanthropy versus governmental donors vs. emerging financing models vs. a mixed approach considering AADK's profile, size, and delivery model. This includes an honest assessment of the structural, relational, and capacity requirements of each, and a recommendation on which combination is most realistic given AADK's current position and its thematic focus.

All funding modalities (including emerging trends): AADK will consider all funding modalities. For each modality identified within the 3 priority markets, the analysis should specify what pursuing it would require in terms of organisational capability and staff investment given AADK's model and current capacities.

It is expected that under each market, donor type, and funding modality the consultant will deliver a:

- **Donor mapping:** A comprehensive mapping of donors active within the 3 priority markets and supporting AADK's thematic areas, including donor names, funding priorities, geographic focus, typical grant sizes, funding modalities, eligibility requirements, and openness to supporting intermediary or federated structures. Where structural fit is uncertain, the analysis should indicate what would be needed to establish clarity instead of treating uncertainty as grounds for exclusion. The donor mapping can map a vast number of opportunities but should provide at least **8 to 12 tangible opportunities** per market analysed. These opportunities would need to be funding opportunities/donors that are open to supporting intermediary or federated structures.

Please note the assignment will take as point of departure the thematic and geographic alignment. This means the assignment will **ONLY** cover donors actively supporting, funding, or investing in work across AADK's three general thematic areas and their subsequent specific working lines: as indicated under 4.1. Nevertheless, the consultant should not limit the analysis to precise thematic language but use a broader lens. It would also be required to highlight in which geographies these donors are funding and when there are common areas of intervention with AADK.

3.4 Recommended opportunities

Drawing on the full analysis in 3.1-3.3 the consultant will present actionable recommendations on which markets and funding modalities AADK should concentrate efforts. This will require an analysis of the investment required to pursue each market and modality given AADK's model and current capacities. The consultant will also present a set of actionable recommendation of donors in which to concentrate efforts per market analysed and classified as per their level of potential for success and income generation, it should mention AADK's comparative advantage in comparison with similar expert organisations and propose a tangible engagement pathway including relevant events, networks and relationship-building approaches.

3.5 Organisational capacity and implementation readiness

Drawing on the full analysis, this section identifies the strengths AADK already has in place and what still needs to be built to pursue the recommended opportunities. It should answer three questions directly: what capacities need to be developed, what organisational investment is required, and what should be prioritised over the next two to three years? Recommendations should be sequenced and grounded in the findings of the preceding sections rather than presented as generic good practice.

IV. METHODOLOGY

This assignment will combine desk research of internal AADK documents and external donor market research drawing on primary sources including donor websites, annual reports, grant databases, tax declarations, and other relevant documentation. The consultant is expected to bring specialised knowledge and expertise of the donor landscape to know where the right document is available and to complete gaps in public information available from certain donors, particularly when it comes to philanthropy. Stakeholder interviews with selected donors, peer organisations or sector experts may be conducted where relevant and access permits. The work will be carried out in close collaboration with the AADK Strategic Partnerships team. It is expected and encouraged that when information gaps make it impossible to confirm an analysis, the consultant will flag this in its analysis.

V. DELIVERABLES

- **Inception report** confirming scope, methodology,, and analytical approach, submitted for AADK approval by end of week two. This should also include the baseline under 4.1 and 4.2.
- **Mid-term report:** A recommendation of the 3 priority markets for AADK including a donor market matrix as a standalone annex presenting donors by thematic area, donor type, geographic focus, funding scale, and structural openness to support federated or intermediary structures. The matrix is a summary tool. The analysis underpinning should be documented in full in the final report. In the mid-term report, the consultant should already produce a set of preliminary recommendations that then can be discussed further with the team considering preparing a final report. *Please note the analysis of each section should constitute an independent section under the final report whereas the matrix is a tool intended to help visualise that analysis.
- **Final report** with prioritized recommendations including an executive summary translating key findings into concrete decisions for AADK leadership, and a presentation of findings to AADK leadership and relevant programme colleagues. It will also include the final version of the donor market / donor mapping matrix.

VI. Timeframe:

Tender launch	6 July 2026	
Submission of Tender Proposal	06 - 26 July 2026	
Shortlisting	27July- 2 August 2026	
Interview, Selection and contracting	3-16 August 2026	
Consultancy start date	17 August 2026	
Inception Report	28 August 2026	
Midterm report	30 September 2026	
Final Report	30 October 2026	

VII. Budget available:

- Maximum daily rate: 500 euros per day (inc VAT).
- Maximum number of days: 40 days.
- Maximum Total cost: 20,000 EUR

VIII. Tender Process:

Interested parties are requested to submit the following package as application for this opportunity by 26 July 2026.

Application Package:

1. 3-page summary of the following:

- a. Qualifications including team composition and which specific markets applicants are familiar with
 - b. Proposed approach and methodology
2. Budget breakdown
3. CVs of proposed team

All applications should be sent to Strategic Partnership Manager, Cristina Guevara at crg@ms.dk.